35 Years of Conservation History

A Conversation with the Leaders of
The US Fish and Wildlife Service
Hosted by: Rick Lemon
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Rick Lemon:

Hello, and welcome to *Thirty Five Years of Conservation History, A Conversation with the Leaders of the US Fish and Wildlife Service*. I'm Rick Lemon, Director of the National Conservation Training Center. We're here in the studio at the N.C.T.C., in Shepherdstown, West Virginia, for an historic first for the Fish and Wildlife Service. Today we have assembled thirty five years of leadership in the Service. Collectively these Directors have served this agency long and well, and their accumulated wisdom and experience can carry us forward successfully into the next century. You know some of the tough fish and wildlife management issues we face today maybe quite similar to those that resource managers faced in earlier generations, and who knows, managers thirty years from now may still be struggling with the same issues. We need to learn from our past. So today we're going to take a look back, not only to see where we've been, but also as a way of charting where we're headed. On behalf of the National Conservation Training Center, and the entire Fish and Wildlife Service, I'd like to welcome five of our

distinguished leaders. John Gottschalk, who served under the Nixon and Johnson Administrations, Spencer Smith, who also served under the Nixon Administration, Lynn Greenwalt who was Director under Presidents Nixon, Ford, and Carter, John Turner, Director under President Bush, and our current Director Jamie Rappaport-Clark, who serves under the Clinton Administration.

Our conversation with five of the Fish and Wildlife Services Directors devoted a lot of time to history. Collectively the tenures of these five leaders span thirty five years, from the Johnson thru the Clinton Administrations. We wanted to know more about the issues that were significant during each of their terms, and what was going on in society at large that influenced how the Fish and Wildlife Service was managed. Here's what they told us.

John Gottschalk:

The new great society initiative, which the President advocated and supervised, and implemented, at the time that we were carrying on the war in Vietnam. In point, the biggest difficulty was the funding problem that evolved. I say somewhat lightly that the President told the country that we'd have both guns and butter, but my butter jar was not nearly as full as it should have been at that time, the Agency

suffered. I would say it was a time that reflected not only the problem that I alluded to earlier, namely those related to the war, but I think it's fair to say that there was a beginning of the resurgence of public interest in wildlife and conservation generally. The concept of the wilderness program began then. The first Endangered Species Act, in 1966 the second in 69, and the ultimate Act in 73, after I left the Fish and Wildlife Service.

Spencer Smith:

We saw the first Earth Day in this nation. With that came the real enthusiasm for environmental issues. A whole new support, that we in the Fish and Wildlife Service had never had. A support that since that day has grown to be one of the underlying foundations, of what we do and how we do it. So I enjoyed a new era that was not only motivating to me as the leader, but I think more importantly was motivating to both the Service as well as the Congress, and certain of the political leadership. I came in under the Nixon administration, Rodgers Morton, the first Eastern Secretary of the Interior, I don't know in how many decades, maybe the first one, who had a completely different philosophy on fish and wildlife, utilization of fish and wildlife resources. Had a very sound conservation ethic, he had been a member of Congress, was well respected on the Hill. Therefore it was quite, quite easy to work through him, and to work with the Congress, under his

Secretarialship. Perhaps the Nixon Administration at that point and time had a great deal of interest in the resources of the nation. But the way that the White House was operated, those did not seem to flow down, through the Secretaries office, and again this maybe, it may have been a result of the Secretaries stature in the Cabinet positions, because of his back ground in the Congress. He seemed to have, served the needs of both the nation as well as meet those expectations from the Western Congressional people. One or two items, did raise some hackles. For example a few days after he, came into office, we had looked hard at how we stopped the use of a predator control chemical, 1080, felt that there was no way that you could get it through the Congress and the Secretary just simply suggested to the President, he do it by proclamation, Presidential proclamation and he did. And you can imagine the reaction that occurred from the West. But we lived through it and did so happily.

Lynn Greenwalt:

I have to say that Rodgers Morton was probably one of the most interesting and indeed supportive of the Secretaries, because he was clearly, genuinely, personally interested in the resource. Had a big farm on the eastern shore and he used to ask us how should I do this farm and do it right. I took great pleasure in the attention from this person. I was associated with an advocate Assistant Secretary, Nathaniel

Reed, who had made a name for himself by killing dragons in large numbers, in Florida and elsewhere, and he was a noted dragon slayer. He wanted the rest of us to be killers of dragons as well. Which was a whole lot easier for him to talk about than it was for us to do. But we did our thing. On the whole, I think the political area in which I worked was a supportive one. There were moments when I fervently wished I had taken my mothers advice and become a truck driver, because there were these instances where clearly we were not on the same wave length with people in power in the Congress. I came along at about the same time that as the interesting episode in our history called Watergate, and that caused a certain amount of concern about the credibility of government, and how people related to the leadership in government. There occurred at the same time the advent of the third and most powerful Endangered Species Act, and suggested, I think, the beginning of a time when the impact of the Fish and Wildlife Service and the resources it represented began to be, become obvious to people. That we touched peoples lives. I think very few, certainly not I, could envision the way this would burgeon in years to come. And my tenure was through three Presidencies, which says something I am not entirely sure what, I have mulled that over in my mind many times, but in any event the, the role of the Service began to change rather markedly because there was a beginning of a change in the structure and the political dimension of government. All of this post Watergate, all of this, suddenly

conservation is serious business, because it effects the way people live and the money they make and the things they can do.

John Turner:

Well if I think through my tenure it was not marked by political or social upheaval. I think when I think of the change that the Service and its resources faced, I think of two areas the demographic changes in this country, and second some of the resource challenges. First in the demographic, and they have been ongoing and continue today. First of all, we got a lot more people gobbling up a lot more of our habitat per capita, a lot more folks to deal with. Second, I think, where this agencies constituencies previously a lot of our country grew up associated with the land, on farms, maybe hunting and fishing. So many of our population today are urban, and do not have a back ground connected to the land. My back ground having been a state legislator, out where people are pretty snarly anyway, in Wyoming, I think helped me, because we ran a lot of our own interference, we did not have a Secretary, or even an Assistant Secretary until my final year with former Governor Mike Hayden. Who was really an advocate for our agency. We were, we, our issues and priorities annoyed some of our brethren within the Administration, so there was a great deal of trying to beat them to the pass. But the Agency did well, I come in under President Bush and a Democratic Congress, late

in my tenure that switched, when President Clinton came in I served under a Democratic President and a Republican Congress. The Agency did quite well, we doubled our budgets, were able to launch a lot of initiatives, and a hole card the Agency had, which surprises a lot of people to hear it, President Bush was a strong supporter of the Fish and Wildlife Service. I remember times when OMB came over scratching their heads said, this is very strange to have the White House taking on a Cabinet member on behalf of budgets. President Bush maybe more than any President since Teddy Roosevelt, was really involved with the out of doors. He hunted, he fished, he cared about those resources, and very quietly he helped me, and he helped this Agency. It was fun.

Jamie Rappaport-Clark:

In my eleven month tenure now, I think that I would continue on from what John was talking about in his tenure, and say that our Agency is evolving into an Agency that is extremely visible in the conservation community. Certainly we have an significant role to play in the evolving science of conservation biology. Looking at the land as a system, the Eco system approach to fish and wildlife conservation, which we lead in the federal government, and not only how we went about it, but how we embraced that concept. I see a resurgence of the National Wildlife Refuge System, and a time shortly after my confirmation that we were

able to celebrate, the first piece of organic legislation, or the organic legislation for the system, that anchored the mission of fish, wildlife, and plant conservation as the mission of the Refuge System. Very exciting for us in the Service. One of the continuing changes that is extremely obvious to me, and to all of us in the Service, is the demographic changes that John was referring to. Urban sprawl is very real, our refuges used to be remote, now there not in many places, there bumped up against cities.

Rick Lemon:

Controversy is certainly no stranger to the Fish and Wildlife Service, and the job of Director requires you to handle some tough issues. We asked five of our Directors to recall some of the weighty issues of their times, and what factors influenced how they made their decisions. They offered some candid, and at times moving accounts of the pressures that only a Director of this Agency can feel.

John Turner:

As I look back, I think that the Spotted Owl is probably responsible more than any other point for changing the way, permanently, how this country manages it's resource. It was a wake up call, certainly some of our other federal agencies will never again be the same, because of Spotted Owl. It has changed those Agencies

dramatically, and I submit when the dust settles it will be for the better. But the Spotted Owl was, indeed, a flash point across the country, continues to be somewhat. But it really had an impact on this Agency on all of it Some of it tough, some scars and wounds there, but the Agency did the right thing. It had a major impact on how were going to do fish and wildlife conservation in the decades to come.

Jamie Rappaport-Clark:

I remember the decision on the Spotted Owl like it was yesterday, and John was right. I can remember walking down the Directors corridor to Johns office at the time, carrying, which I'm sure you all remember, these huge packages of administrative record on the recommendation to the Director for the Spotted Owl, and walked into the Directors office and sat down. Here I am after months and months of working with the folks in the northwest, trying to get a recommendation, we were embroiled in litigation. It was Timber Vs The Environment, Spotted Owls Vs Jobs, it was hugely significant point in conservation. So John was very calm and deliberate, and he was asking me questions and I was briefing him and I was laying out the record and he's sitting there with a pen in his hand, and he said, "Jamie is this the right thing to do", and I said, I can remember saying to him, that I am sure it's between the ditches, I'm sure that we have a problem with that part

of the world, and we have habitat on the decline and we have a species on the decline, and this is a signal for a need to kinda reenergize conservation in the northwest, and he didn't hesitate, he asked me about the process we had gone through, he asked me what the biologists thought, he asked me about the science and, and then the next day it was headline news, about the Spotted Owl. And like all of my colleagues here, I have taken a number of lonely walks down the corridor at eight and nine o'clock at night, thinking about decisions that are before me whether it's endangered species, or extended frameworks for migratory bird hunting seasons, or early seasons, or F.E.R.C. re-licensing decisions, and, in the end when I took this job I knew that first and foremost I was a biologist, and at the end of the day I wanted to know that I was doing what was right for the resource. I enjoy like all of my predecessors an Agency that is just chock full of tremendous capability. Very deeply committed biologists and ecologists, and scientists, that provide me the back ground and the knowledge to make the ultimate decision, and I haven't regretted a one. I feel very confident in every decision that's been put before me, and knowing the bench strength that we have in our agency makes it all the easier. But watching John on the Spotted Owl was certainly, for me, a defining moment, in what I thought a Director should do, and be.

John Turner:

I remember walking down the corridor the night before you came and getting some phone calls from some very influential forces in Washington cautioning me not to sign the listing package, and I said, well if that will prevail, then I'm, put the word out that I will be heading back to Wyoming. So those forces cease and desist, and we moved on, on the listing package.

Lynn Greenwalt:

My Spotted Owl was the Snail Darter, that was a glimpse at reality for some federal agencies who, here to before, had believed that the Endangered Species Act was a frivolity, that would if not go away, could be beaten into submission easily. And everyone, I think, knows the history of the Snail Darter, and the fact that it went to the Supreme court, and the nine Justices who said, it's the law and unless you wanna do what the law says, you gotta get it changed. That made life real in earnest for people. My role in that decision was relatively uncomplicated because clearly it was the right thing to do, and I could go down the hall and around the corner to the other corridor and the man who sat there was ready to go. Where do I point this gun and where's the trigger.

John Gottschalk:

I didn't have any quite like the Spotted Owl problem. One of the most difficult ones was when we actively began to promote the idea of captive propagation of Whooping Cranes as the initial step in starting the restoration program for Whooping Cranes. There is a lot of misgiving on the part of a lot of conservationist as to just what our intentions were. We were accused loudly and widely of intentionally planning to put these birds in captivity and have a stock of zoo Whooping Cranes from then on without attempting to put them back into the wild. Unfortunately, the organization that we liked to consider one of our strongest allies, was the National Audubon Society. I wont mention any names at this point , it turns out there was a difference, shall we say, in the opinions or the ideas of some of the top people in the National Audubon Society. But one of them had a close connection with the editorial editor of the *New York Times ,* and the first thing I know, the*Times* had come out with an editorial criticizing the Bureau of Sport Fisheries and Wildlife, as it was know in those days, and John Gottschalk for their intention of making the Whooping Crane a zoo specimen, instead of trying to restore it to the wild. We fought that very hard, and as others have indicated, got support from above, which is crucial under those kinds of situations. But that was tough to have the National Audubon Society come out and viciously attack us for what we weren't intending to do at anytime, ya know. And I sat across the table from a subsequent president of the National Audubon Society at a luncheon one

day, and I said, ya know, if you guys would just have the, gentlemanly instinct to at least call us up and ask us or let us tell you what were going to do before you decide to attack us, it would make life a lot more pleasant for everybody. Elvis Star, Dr. Star was then the president sitting across the table from me when I said this, he stood up, he say's, 'John that's the way I like to do business" and sat back down. The week later the editorial in the *New York Times* came out cutting us into ribbons. So I had the fun of calling Elvis who apologized all over the place, because he didn't even know that some of his people we urging the *Times* to come out with that kind of editorial. The fact remains of course that the program did work. And interestingly enough, when it came time to think about the California Condor, in the same context, that is whether or not it was proper to develop a captive population of condors, who was leading the pack in favor of it. The National Audubon Society.

Rick Lemon:

We spent the greatest share of our visit with five past and current leaders of the Fish and Wildlife Service, talking about leadership. What goes into the decision making process in this agency, and what traits someone must possess to be an effective leader in today's natural resource conservation world. There is wisdom

and guidance in their observations for all of us who will be called upon to lead the Service into the next century.

Spencer Smith:

One of the fortunate things about being the Director of the US Fish and Wildlife Service, is that for the most part regardless of party on the Hill, you are recognized as a professional. And, I think that there is a respect first for the Chair of the Director, and I really know of no instance in which a Director, of the years I have known, the decades back, or the ones that have been there since I was there, have not met that challenge of not only being in a chair that was respected, but being respected in the chair. I think that is a real fine statement on the part of the professionalism that our Agency has always had.

Lynn Greenwalt:

And no one ever saw us, even the politically appointed Director as being partisan. Partisan for anything, you were partisan for the critters and the places they live, and that's what made the difference. As I saw my colleagues in other agencies being beaten about the head and shoulders sometimes, and driven to do political things. They looked at as and said you're the pros you know how this works, go

forth and do good works, and that's been the main stay of this organization for as long as I can remember, and that is a very long time.

Spencer Smith:

I was most fortunate in that, I inherited an organization, that had been well structured from a professional basis. We had individuals who knew their jobs, who knew their obligation, they knew what was expected of them, which had been well defined in their training ladder series. So as tough decisions came along, I like Lynn indicated a moment ago, I had a staff. That you could look at and say gentlemen we are going to make a decision and it's going to be the right one. So this was an easy transition, in taking over an Agency. The difficulties that I saw, and the needs that I saw at that point and time, because of the changing public attitudes, was to look to, how do we as an Agency begin to consider the total resource program rather than the structured programs that we had. Those programs were structured more or less in a column of functions, Refuges, Fish Hatcheries, so forth. The public was saying to us this is great, but there is something there in this environmental mystic, that needs to be incorporated, how do you look at the total environment. Can you pick up a part of the environmental carpet, without the whole carpet coming up, and we found out you could not. So I began to look hard, where do we go, and the structuring of the decision process and the funding

process to come to that end point of getting away from refuges being the end point of a program, to say migratory bird role of the Service being the end point.

Lynn Greenwalt:

I think I learned what may have been instinctive and that is you can't do it all your self, shouldn't try. And you get people around you who are competent and professional and demonstrate to them that they can do more than they ever thought they could, and, pretty soon you will have a cadre of people, right down to the lowest possible level, who are instilled with the idea that this is a great outfit, I'm pleased to work here, and it makes it fun, and the Directors job is great, its delightful, when that happens.

Rick Lemon:

How did you balance a biological and scientific decision like that, and we can see on the monitor apparently praying. How do you balance the biological decision on some thing like the reintroduction of the wolf into Yellowstone, with the fact that you just came from Wyoming and many of your neighbors and ranchers and friends, and probably family, and certainly politicians were on the other side of the issue.

John Turner:

Indeed I think, prayer was a helpful tool during my tenure as Director. The wolf issue is something, I think, the Agency and the Fish and Wildlife Service can be very proud of, because the Agency stood tall on that issue. As people are aware, my back ground is northwest Wyoming. I grew up on cattle ranch. As a wilderness outfitter, most of that existing wolf habitat I've been blessed with the opportunity to ride horseback over, ski over, or float through, during my lifetime. So I knew the country and I knew the people. The twenty years, I was in the Legislature there were two issues that grown men, tough old ranchers, railroad men, could stand up on the floor and break into tears, and one was wolves. So, not having the mentoring that Lynn had, I came to Washington and thought maybe with my back ground, knowing the sensitivities and the legitimate concerns of ranchers, wool growers, sportsmen, and the states had about wolf reintroduction, maybe that I could play a role, convinced that the issue would not go away. I remember one day that I came into the Directors office there in Interior, a couple of folks said "did you watch the evening news last night, on TV", I said no, and they said, "you should have", I said why, and they said "well someone you know and are close to, I believe it was your brother was on the national news, tearing apart the idea that the Fish and Wildlife Service. . ." So it was personal with me, it was an attempt to

travel the middle road between old ranching friends, that still hang me in effigy in Wyoming, and some of our environmental friends that had visions of ecological sugar plums that sued us regularly over the wolf issue. But, it is great to have wolves back, I was committed, that before my bones go over one of those great divides in Wyoming I wanted to hear a wolf howl in Yellowstone. It has been a wonderful success. It was interesting the Fish and Wildlife Service and our employees took the lead. When I initiated the effort, it was very apparent that some of our brethren in other land, federal land agencies, wanted to scurry to the mop closet pretty quick. As I look back through issues, wolves in Yellowstone, and wetlands, and a half a dozen, and you ask how do you do that. There are two or three things that come to mind Rick, probably one is you better look to the science and hope that the agency had given you good science, but that's the bottom line. Second, you have professionals that you trust and you trust their judgement, and then after you whittle on that a while. I think, in my place and I think my cohorts here would agree. I think then that you reach down into your own personal system of values. Your own judgement of what's right and wrong, your sense of fairness, personal responsibility, your obligation to the public, your obligation to future generations, and I think there is a great deal of strength in that. Trying to do the right thing takes a lot of the heat off.

Lynn Greenwalt:

My own experience was that, I all most never had to make one by myself, because there were other, so many other people involved. I felt very comfortable about what came to me from the folks below. It's also my responsibility to convince other people in the chain of command who believed they were in fact in control of the Fish and Wildlife Service, that this was the thing to do.

John Gottschalk:

But, I would like to follow up on that, that amongst the accomplishments that the Agency has made over time. Perhaps, the largest single development, if you want to call it that, or discovery, was accomplished at Patuxent. When Lucille Stickle the Director a very, a world renown chemist, and her people, were able to demonstrate the biological and chemical reactions, in the formation of eggshell in the presence of DDT, that caused the, prohibited, the animal, or the bird from laying down the line that made the shell, and caused the near destruction of all of our fish eating birds, or birds that were ingesting incidentally DDT. I do think, that achievement should stand forever as a crowning achievement in wildlife, because it not only, proved what Rachel Carson had said, but awakened the country to the problems of contaminants in the environment in general. The only thing that I want my grandchildren to remember, about me, is that I was the Director when this

work was done at Patuxent. I wasn't the Director, I think Spencer was, when the EPA, finally decided to cancel the registration of pesticide as a legal insecticide or a legal chemical. But, I was the guy that went over and fought in the Congress, fought agriculture, and the agriculture chemists flocked like mad to keep DDT. There are still some of them who resent the fact that we outlaw it. But I got the money, I shouldn't say I, but I lead the charge to get the money.

Rick Lemon:

The second generation Fish and Wildlife Service employee, your father spent thirty years on refuges, you grew up on refuges, what was the quote I heard this morning, your father said he, "was starting a dynasty". Coming up through refuges and the time you spent in refuges, and the time spent in Law Enforcement, then you became Director of the Fish and Wildlife Service. How do you think that effected the decisions that you made as Director of the Fish and Wildlife Service, do you think those decisions would have been any different if you had come in from a different organization or from outside of Government?

Lynn Greenwalt:

Well let me say something about having a father, trying to establish a dynasty, he fell a little short of that. The impression that many people have is, I should have

known better, after being around a man who was for so many years in this trade. But I over looked that kind of obvious thing, and I, along, I benefited a great deal, because I was exposed to the history of the Fish and Wildlife Service and the things that went on, and unique and in ways it can't be duplicated. Ira Gabrielson, was many times a guest in my mothers house. Clark Salliers, and many others, people who's names just sort of ring through the history of the Service, were at my mothers dinner table. And, I watched them talk, and I would listen to my father talk, and I'd ask questions. I took the job as Director and I had a distinct advantage in many ways, in that, I knew a lot about the Service, I didn't have to learn a great deal. I had a good deal of, how should I put it, inspiration, I watched my father work through periods when it was not at all popular to do what he did. He managed his place and two or three others, during the war, the second World War, and it was a lonely kind of thing, and he had some standards he adhered to, and he talked to me about these a lot. He made it pretty clear why he did these things, he was a newspaper man by training, and was articulate, and he could tell me what he had on his mind, and so when I became the Director, it was not quite as difficult as it might have been for other people to arrive at the place one felt comfortable with a decision. Because I had a good tutor, I had many mentors, and he was a good one. Therefore, I think, had I come from the outside, without my father as an influence in my life in the way that he was, I might have made decisions not with a

different outcome, but through a different process, and it might have taken longer. I made it abundantly clear early on, that it was going to be a little difficult to kid me about any parts of the Fish and Wildlife Service, because, I knew a lot, and those who would dissemble with me and attempt to lead me down a blind alley, soon discovered I knew where all the alleys where, not all of them but I was learning fast.

John Gottschalk:

I spent a great deal of time on issues that were somewhat foreign to the basic mission of the Service. Helping to administer the Job Corp Program, and other relief programs of one kind or another. Equal opportunity was very big and getting started. We didn't have any women working at Fish and Wildlife Service except in, secretarial positions, ya know. One of the things that happened while I was the Director was that we opened the manager series, and the wildlife refuge system, and the first five women to be recruited on a professional basis, were recruited when I was the Director. I don't remember what happened to all of them, but several of them made it in very good style. I take a lot of satisfaction out of that as I look around and see how women have come up in the world, in the wildlife world.

Jamie Rappaport-Clark:

I started my Civil Service career, almost, about seventeen years ago as a temporary wage grade three, and then, I was so excited when I became a permanent GS five technician, and I thought, boy I've made it. And when I was asked my career goals, I thought well, I guess your supposed to have goals. I thought if I could just be a GS nine, I would be home free, because I had such respect for the GS 9 Field Biologist and what they were doing, and I really enjoyed my time in the field. It has been, I've tremendous opportunities, and have been given tremendous opportunities, by many of our conservation leaders. I think that as a career, Director it had a number of impacts on our agency or a number of effects on our agency. When my nomination was announced, I think that it was extremely, it was exciting for our agency. It was exciting that one of their own was nominated by the President. It was exciting that, that, it was a tremendous signal for the career Civil Service employees of the country that, that one would be chosen to lead the premier conservation agency of the country.

Lynn Greenwalt:

I could remember how refreshing it was, for me to go to the field and to just present myself to a laboratory, or to a refuge, and watch the enthusiasm with which people, "Let me tell you what your doing". Ya know, sometimes I understood it

and sometimes I didn't but they were so enthralled that I wouldn't have it any other way. My decisions like all the others were driven by, a sense of what was correct and proper, for the resources. I had a colleague, in my early days who was not terribly sophisticated, he was from the southeast, and his mantra was "are we saving dirt ?" That was a question that I often asked myself, is this going to save dirt someplace. If it did it was ok, if it wasn't going to save dirt, and blood was going to be shed, maybe we wouldn't do this.

Jamie Rappaport-Clark:

I believe as Director, it's really important to understand what's happening out there, and science is changing so quickly, techniques are changing and the way that we're doing business is changing so quickly, that it's essential that as Director, we keep on top of it. Or at least try to keep on top of it, figure out what's going on. I also believe the feed back is important. I can't tell you the number of conversations I've had with field and regional folks, that have been instrumental in my decision making and kind of anchoring me in what I'm doing in Washington. The feed back, the opportunity for the dialog, opportunity to hear what their thinking is important. And I hope that it's important for them as well, to know that their leadership cares enough to see what's going on and cares enough to engage with them at the field and regional level. The importance of listening and hearing what's

important, and monitoring the pulse, not only of our employees, but our constituencies, and secondly of note, what I have learned is never underestimate the passion and commitment of our employees, and the capabilities and the dedication. I know that the Directors job is hard, I'm attempting to do it everyday. But, it is equally difficult to be in the field, to be in the regions, to be in the Washington Office, and get the job done, and learning, as Lynn had mentioned, that we are not in this alone, as the Director of this agency. That we're surrounded by just incredible talent, is extremely comforting, particularly in tough times like we're having now for conservation.

John Turner:

Looking back on lessons, one I learned is always return your phone calls. Because, the people that could hurt you or help you that you may not have thought, come back to haunt you. The second thing I learned was, if you try to do the right thing your not going to have to work so hard to remember, why and how you did something.

Rick Lemon:

The five past and current Directors we talked with offered some great advice and guidance to Fish and Wildlife Service Employees. Built upon decades worth of

experience leading this Agency. We started first with former Director John Turner who had a few observations about what the future holds for the Service, and then we heard from John, and our other Directors, about what it will take for all of us to get through the challenges of the next century.

John Turner:

The two resounding themes are going to be partnerships and collaboration. It's how well we reach out to these new constituents, and expand that constituency, and I think this agency is poised well to do that. It's diversity of programs, committed personnel, where out across the landscape eight hundred plus offices, and contacts, and it is reaching out to land owners. One phrase that comes to mind from my home area, " you dance with the gal that brung ya", and so I think the sportsmen, we have to remember them, because they have brought a lot of dollars and will continue to, to the table. But the one constituency that I, that concerns me still, and that's the animal rights movement. Because management systems, ecological well being is simply not on their priorities. I think that is a constituency that is going to continue to be a problem for the Agency, and in fact a hindrance, being able to do what's based on sound wildlife management practices, some of our traditional constituencies.

Rick Lemon:

Thirty five years from now we are going to be showing this video tape to young biologist coming into the Fish and Wildlife Service. Brand new biologists, first day on the job. What one piece of advice would each of you like to offer that young biologist, thirty five years from now.

John Gottschalk:

Well, my advice would be, to try to identify something to do that gives you a lot of satisfaction, establish a goal for yourself, and then bust your butt trying to accomplish it.

Lynn Greenwalt:

I didn't have a life when I was Director, my own fault, my wife raised our son's and I did my thing. I will tell you that I have a life now, and I have had for a few years, and I intend to have a life for a whole lot more years. But there was a time, when I didn't have one, and it was because I felt that what I did was overweeningly important, in retrospect it probably wasn't. The world would have kept, had I spent more time with a family at home, maybe it wouldn't have. But I suggest that what that proposes is that you look carefully at how you live your life. Because time is short and it's fleeting. Things go fast, and it's important that you have a life. I

suggest you begin to learn early on how to make one and live it and enjoy it, and don't wait until your 66 years old or 67 years old to discover that life is great when your with a companion and friend and a delightful person. Because there are things important in life, and sometimes, sometimes, the bureaucracy is not it.

John Turner:

I think, I'd also say to have fun, follow your passions, be the best you can be, and by that I mean, continue to learn. I would imagine the stretches in this profession, technically, biologically, to stay on top of your profession, your going to have to, it will be a lifetime of learning, and last I guess I would say, remember your customer base. The people that have entrusted these resources to us, remember those constituents.

Jamie Rappaport-Clark:

It is so important to go out ands get re-certified, to sit on the side of a mountain, or to get up on a horse, and ride across grizzly bear habitat, or to see the spawning work that we are doing with Salmonoids on the west coast. It's makes you come back to Washington, I think, a better person, and geared for the next couple of months rush. It's what keeps you going in DC.

John Turner:

The thing I regret, is what your doing Jamie, and I congratulate ya, is about every quarter, stop, and enjoy the resource. Get that spiritual rejuvenation, either on a trout stream, or climb a mountain. Cause the employees would say why don't you stay over and we'll go canoeing or fly fishing or band pelicans or something, and I'd say, no I got to many important things. Got to get back to Washington, the stuffs falling, the ceiling is falling. I should have stopped, and, because I am an outdoorsman, I spent my whole life in the out of doors, and to not stop and touch base, kick some dirt, hug a mountain.

Jamie Rappaport- Clark:

Stay positive, to stay focused, to continue to learn, as we've heard before. The dynamics of conservation are fast moving, and it's extremely important for all of us to stay current. I remember our most important constituent, and that's the fish, wildlife, and plants that's we have been entrusted to take care of, and it's through your predecessors, like you see sitting here. Your colleagues, and yourself, that it's now your turn to insure the future of conservation, for the long term.

Lynn Greenwalt:

Stresses come in all kinds, and sizes, as I'm sure you know, but I will say for the benefit of people who will be seeing this in time to come that today's stresses are the things you think about tomorrow, and chuckle over because they are just exactly that.

Rick Lemon:

Or you block them out.

Lynn Greenwalt:

You block them out, < laughter>. What you do, is built upon, what has happened, for many decades before, and that you have an obligation to make the most of what has been given you. People who gave their careers, and in some cases their lives, to make it possible for you to do something now in this first third, of the next century. So your obligation is to understand what has gone before, and what was intended as a result of the decision that people, like us, made in your behalf, and we expect you, not necessarily to venerate them, but to recognize them, and honor them, and observe that you must not diminish them in the slightest degree.